



Connecting

Creating A New Mental Health Service Delivery System for Our City

April 2005

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Message from Martha B. Knisley, Director

FY 2006 Budget Presentations for Stakeholders

Spring in DC has different meaning for DC government agencies because this is when we go before the Council to defend the Mayor's budget. I am happy to report that our FY 2006 budget request of \$222,407,515 represents an increase of \$3,891,467 or 2 percent over our FY 2005 budget of \$218,516,048.

I am giving two presentations about our FY06 budget on Thursday, April 14: at 10 a.m. for adult stakeholders; and at 2 p.m. for child and youth stakeholders. Both presentations will be at 64 New York Ave., NE, 4th floor Training Room.

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St. Elizabeths Hospital CEO Joy Holland and DMH Director Martha B. Knisley point out the signs for the new hospital building. They are on MLK Jr. Ave., SE, Alabama Ave., SE, and on the road to the John Howard Pavilion.

Results to be Applied Throughout DMH

DMH/St. Elizabeths Undertake Recruitment Pilot Process

The DMH Joint Performance Improvement Project (JPIP) will soon bear fruit in the form of a pilot process for filling vacancies in the Department. This past winter, a team of six senior staff members came together to study the recruitment process at DMH, using hospital recruitments as a sample and starting point. The team is composed of **Carol Crew, Dr. Lenore Teter and Gerald Tolliver, of St. Elizabeths Hospital; and Lynne Riggins, Dr. Steven Steury and Ella Thomas, of the Mental Health Authority.**

The hospital recruitment process was a likely starting point because SEH is already engaged in a hospital-wide performance improvement initiative led by SEH CEO Joy Holland and Dr. Richard A. Fields, a nationally recognized performance improvement consultant. Issues concerning recruitment are but one facet of the challenges facing DMH in general, and the hospital specifically. The JPIP team was assembled to examine this one facet of operations. With input from, and the full cooperation of, the Division of Human Resources, the JPIP team is documenting how hiring currently takes place, recommending how the process could be more effective, and noting the most frequently cited barriers and issues that tend to impact hiring, such as budgetary pressures, the need to respond to new mandates or court issuances, and emergency needs for new initiatives.

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Chaplains Bridge Gap to Faith at St. Elizabeths Hospital

“We must let patients know that God has not abandoned them,” said hospital **Staff Chaplain Father Maximo Ortiz**. For many patients this is significant because even during their mental health crisis, “Patients don’t lose their faith identity or their language,” he said. Father Ortiz is one of three paid staff members and two consultants on the chaplain staff. He works at the hospital and in the community with the DC Community Services Agency Multicultural Center. He is a Roman Catholic priest and speaks five languages.

Fortunately, through St. Elizabeths Hospital Chaplain Services patients can get the spiritual support needed through their religious affiliations. This spiritual outreach has a long, rich history at the hospital.

No one knows better than **Staff Chaplain Rev. James Coates** about the faith connection at St. Elizabeths Hospital. For over 45 years, Rev. Coates has provided pastoral services to patients at the hospital. He began his work there as a member of Bethlehem Baptist Church, a neighbor to the hospital. Twenty of those years, he has served as staff chaplain.

Rev. Coates says that integrating theology and spirituality in a mental health setting means understanding mental illness. “It’s [chaplaincy] more than saying prayers and conducting church services,” said Rev. James Coates.

“We must safeguard the individual faith beliefs of patients,” **Acting**



Director of Chaplain Services Rev. Vickie Cowell said. To that end, there are three elements in the chaplaincy program: make worship opportunities available to all patients; provide hope and meaning during times of critical distress; and discuss individual faith during spirituality groups. Rev. Cowell has been a chaplain for 29 years. She is an American Baptist Minister.

Indeed the work of the chaplains is a specialized field that requires the study of mental illness. All three of the staff chaplains are certified by their respective denominations to provide clinical pastoral counseling. Also, St. Elizabeths Hospital Chaplain Services offers an accredited clinical pastoral education program.

While formal training provides students with a deeper understanding of troubled persons, the core of pastoral education is action and reflection. It is that calling that draws the faith-based community to St. Elizabeths Hospital.

“My work at St. Elizabeths Hospital has made me a better person. It is the congregation of my heart,” said **Rabbi Joseph Levine**, chaplain consultant. He said that there is such generosity among patients and looks forward to his Friday morning consultations.

Imam Ghayth Nur Kashif, chaplain consultant, also has a special place in his heart for the hospital. He said that he fell in love with the hospital after attending a seminar on community concerns. Imam Kashif is a Muslim.

In addition to the chaplains and consultants, there are also two unpaid interns at the hospital – **Debra Lopez**, an American Baptist Minister, and **Maria Orlandini**, a Roman Catholic nun, originally from Italy.

Michael Fain, Ph.D., Director of Rehabilitation Services at the hospital, said that the chaplains also play a role

in providing therapeutic services to staff. When a 38-year-old employee was killed, Dr. Fain said that staff needed grief counseling and Rev. Cowell was there.

Volunteers Needed at Hospital

Lewis Mayo, Volunteer Services Coordinator, at the hospital has a list of needs that is sure to appeal to the interest of most folks. If you can sing, dance or play a musical instrument, Mr. Mayo said, patients would love to be entertained. If performing clerical duties is more your speed, there also is a place for you at the hospital. What are needed most are a kind heart and time to share with patients.

Mr. Mayo works with college students to help complete school requirements and with high school students who need community service hours. Also, he is expanding his outreach to organizations that may be interested in forming partnerships to support activities at the hospital.

For more information on volunteering at St. Elizabeths Hospital, call Mr. Mayo at 202-645-5473.

What's Up DMH?



LaSean Atkinson, MHA; Louisa Buadoo-Amoa, MHA Human Resources; Gina Douglas, Public Affairs; and Cynthia Hawkins, St. Elizabeths Hospital Human Resources, participated in the Unity in the Community Information Fair at Kenilworth Elementary School on March 19.

Sharon Lofton, DCCSA Human Resources, and Robert Smith, MHA Human Resources, represented DMH at the Unity in the Community Information Fair at Benning Terrace on March 26.



Mayor Anthony A. Williams invited Tedla Giorgis (r), Ph.D., DCCSA Multicultural Center, to attend his April 7 *We Are The Future* press conference announcing the shipment of school and recreational supplies to Addis Ababa, Ethiopia. Washington, DC has forged a partnership with Addis Ababa to help children who struggle to survive in conflict and post-conflict areas. Dr. Giorgis is Ethiopian and leads the DMH Language Access Act implementation.



"Recovery in Action" attracted more than 300 consumers, family members, providers and other stakeholders to focus attention on making recovery real throughout the DC public mental health system. (l-r) Frances Priester (Director, DMH Office of Consumer and Family Affairs), George Badillo (featured participant in the film "Inside Outside: Building a Meaningful Life After the Hospital"), Martha B. Knisley (DMH Director), Priscilla Ridgeway (consultant, Advocates for Human Potential) and Yvonne Smith, conference moderator, were the key presenters at the day-long March 22 event at the Gallaudet University Kellogg Conference Center. Highlights included the film, a discussion of personal experiences, and a workshop to assess the DC mental health system.

Benefit Luncheon to Honor Jackie Robinson —April 16

The Community Advisory Board of the DC Community Services Agency Jackie Robinson Center for Excellence (JRCEE) will sponsor a luncheon in honor of the great Jackie Robinson's historical entrance in to major league baseball in April 1947. Proceeds will benefit the board's effort to support the programs and services for the consumers at the JRCEE. The JRCEE is a psycho-educational program operated by the DCCSA and DC Public Schools. It provides a comprehensive consumer-driven treatment and educational services to adolescents and youth ages 12-18.

This event will be held Saturday, April 16, 2005, 3:00 pm to 6:00 pm at Temple Sinai, 3100 Military Road, NW, Washington, DC. Tickets for adults are \$30.00 and \$15.00 for children 11 years old and under. For additional information, please contact **McArthur Myers** at 202-698-1834.

2nd Annual DCCSA Consumer Awards Program

Mark your calendar for the Second Annual DCCSA Consumer Awards Program on May 19 at the Washington Navy Yard Conference Center. The event is being held to acknowledge DCCSA consumers who are making significant strides in their recovery and resilience. The theme is "Rising Against All Odds, A Celebration of Life". This will be a night to remember. Last year the event attracted well over 150 consumers, family members and guest. Consumers said that the event was both inspiring and motivating. Many are looking forward to participating again this year. Be on the watch for further details. This event is co-sponsored by the DCCSA and its community advisory boards' Presidents Council. For more information, contact **John Graham** at 202-671-4013.



St. Elizabeths Hospital Sesquicentennial Celebration Update

Continuing Education Units Offered for May 5- 6 Educational Symposium

Clinical professionals can receive Continuing Education Units (CEUs) for attending the educational symposium "The Role of the Public Psychiatric Hospital in the 21st Century." The DC Nurses Association has authorized 11.5 CEUs. The American Psychiatric Association is offering up to 11.5 Continuing Medical Education Category 1 credits.

The symposium will be held on May 5-6 at the Washington Convention Center. For more information, check out the Web site at www.seh150.org or call Gary McMillan at the APA on 703-907-8648. The APA, as part of the sesquicentennial celebration, is sponsoring the symposium for St. Elizabeths Hospital.

Sesquicentennial Keepsake Historic St. Elizabeths Calendar Available

Historic St. Elizabeths Hospital photos from the 19th and 20th centuries are featured in the sesquicentennial calendar that covers December 2004 to February 2006. Each month displays a picture from the hospital's archives and significant events from that month.

This limited edition calendar is a keepsake and it is only available from the **Medical and Professional Society of Saint Elizabeths Hospital**. A \$10 donation is appreciated. For more information contact **Carolyn Watson at St. Elizabeths Hospital** at 202-645-8646.



May 6th Banquet Speaker Dr. Kay Redfield Jamison

Dr. Kay Redfield Jamison is as much a hero for her work and accomplishments, as she is for the tribulations she has endured while achieving them.

Well-known among professionals in the mental health field for decades and considered one of the foremost authorities on manic depressive illness, it was less than 10 years ago that the public, as did most all of her colleagues, learned that she, herself, suffers from mental illness. Plagued with manic highs and lows since childhood, Jamison is one of the many sufferers of bipolar disorder, and her personal experiences have as much hindered as they have propelled her professional development.

It was her disorder, in part, that helped her choose her career. But it was also her disorder, considered severe and with psychotic features, which brought her so low at times that she attempted taking her own life.

While Jamison's work had been on the shelves and in the study curriculums of doctors worldwide, it was not publicly known that she was as much a doctor of psychiatry, as a patient. A sufferer, herself, she co-authored the standard medical text on manic depressive illness, titled just that, *Manic-Depressive Illness*, which the American Association of Publishers selected in 1990 as the "Most Outstanding Book in Biomedical Sciences."

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Show & Tell at Hospital

June 11-12 Living History of Civil War Medicine

St. Elizabeths Hospital will celebrate the Living History of Civil War Medicine. Organizations participating in the Living History include the 54th Mass Infantry Unit, African American Civil War Museum, Frederick Douglass Memorial Site, Clara Barton Site, National Museum of Civil War Medicine, National Museum of Medicine, National Archives, and the DC Preservation League. Among the varied activities will be musical performances by the Marine Corps and Federal City Bands and talks and demonstrations by period reenactors.

The keynote speaker on June 11 will be Eric Dean, the author of the book "Shook Over Hell: Posttraumatic Stress, Vietnam and Civil War." This educational event is free and suitable for people of all ages who would like to learn more about medicine and the role of St. Elizabeths Hospital during this era.

Saint Elizabeths Hospital Sesquicentennial Web Site

www.seh150.org

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Banquet Keynote Speaker



She even penned a book on suicide titled *Night Falls Fast*.

In 1995 she disclosed her condition publicly with a memoir of her own experiences with manic depression titled *An Unquiet Mind*. It was chosen as one of the best books of 1995 and remained on *The New York Times* Bestseller List for over five months.

She has been named one of the "Best Doctors in the United States" and was chosen by Time magazine as a "Hero of Medicine." She was also chosen as one of the five individuals for the public television series "Great Minds of Medicine." In 2001, she was selected as a MacArthur Fellow, commonly known as the "genius grant."

In her book, *Touched with Fire*, she explores the relationship between bipolar disorder and creativity. In her lectures as well, she speaks of historical figures, artists, and heroes who by present-day standards would easily be considered bipolar or a number of other mental illnesses.

Even as a psychiatrist, herself, she often speaks of her reluctance to take her medications regularly, and other common reactions, both good and bad, to live with the disorder. It is this very humanness, her frankness and self-disclosure, as well as all the research and work she has done within her field, that have made her so well-loved within the bipolar community, and so respected and admired around the world.

(Article written by Claudia Herrera Hudson. Photo courtesy of John Hopkins University)

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Director's Message

We will testify before the Council's Committee on Health, David A. Catania, Chair, on Monday, April 18, at 10 a.m., Room 412, John A. Wilson Building, 1350 Pennsylvania Ave., NW. If you would like to testify, please call Linda Grant, DMH Public Affairs Specialist, at 673-1937 by Friday, April 15. She will give your name to the committee. Of course, you may attend the hearing, without testifying, to see democracy at work. Chairman Catania is very interested in consumers' and other stakeholders' thoughts about the public mental health system.

Tragic Deaths Among Our Youth

Within the past two weeks, several youth who had been residents of Oak Hill Youth Center have died through violence. Kemba Maish, Ph.D., DMH Clinical Administrator for Mental Health Services at Oak Hill and the Youth Services Center, and her staff have provided grief counseling to Oak Hill residents to help them handle these tragedies. DMH and Department of Youth Rehabilitation Services (which operates Oak Hill) staff are working together to assist the families with their grief.

We ARE a Mental Health System!

At the March 31 status hearing before US District Court Chief Judge Thomas F. Hogan, Court Monitor Dennis Jones said, "We have a viable mental health system in the District of Columbia." He added that it's not perfect but it is a true system. He also noted that the District "embraced the Court-ordered Plan as its own, not as an unfriendly enemy."

Peter Nickles, who has represented the Dixon class plaintiffs since the suit was filed against the federal government in 1974, said he finally is able to see the light at the end of the tunnel. Mr. Nickles applauded Mayor Williams and the Council for the leadership that brought this highly disorganized and ineffective collection of functions to form the system we operate today.

I want to express my deepest appreciation to everyone – consumers, family members, providers, DMH employees and other stakeholders for your contributions to making this new public mental health system real.

Joint Performance Improvement Project

I just wanted to make sure you read in this issue about our first performance improvement project, the recruitment process. We are a system, finally, but every system needs to focus on continuous improvement. The recruitment process is just the beginning.

Ward 7 Core Team Presents Gifts to Residents for Easter

Ward 7 Core Team members including Tony Crews, MHA Provider Relations, Shirley Sterling and Brenda Horner, Officer Ernest Waters, recently gave four \$75 Safeway gift cards, to Rebecca Stamps, of the Project Blessings Crisis Center for families at the Lincoln Heights Housing Complex. This was a donation from core team members to help families for Easter.

Operation Fight Back with Ward 5 Core Team

Paul Washington, Office of Consumer and Family Affairs and DMH Ward 5 Core Team representative, participated in Operation Fight Back on Wednesday, March 16, between 3rd to 5th Streets and U Street to Rhode Island Avenue, NW. The walk through included visiting individual family residences and apartment units to distribute information about government services. Mental health information also was distributed to residents.

Job Fair for Consumers

The April 5 job fair at the Disabled American Veterans Headquarters brought together wonderful job resources for consumers. Thirty consumers attended the fair. Staff from the **MHA Office of Consumer and Family Affairs** included **Frances Priester, Paul Washington and Sharon White**; **DMH Human Resources** representatives included **Director Ivy McKinley and Bob Smith**, and the **DCCSA Supported Employment Program** staff included **Constance Doughty, Gail Newman and Rebella Russell**.


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Performance Improvement Project

The framework of the JPIP report will consist of problem identification, current process description, data collection findings and recommendations that will be tested in the hospital this fiscal year, "fine tuned" based on the results of the pilot, and implemented on a broader basis, at the Mental Health Authority and/or the DC Community Services Agency. Prior to the test, the team surveyed a small sampling of DMH managers and supervisors, and HR staff, to develop baseline data about the recruitment process. These data can later be compared with data to be collected at the end of the pilot.

As with any new way of doing something, over time, managers' input about how it's working to support their performance goals will be sought.

DMH Director Martha B. Knisley expressed her appreciation for all the JPIP team members' contributions "to helping us solve one of the major obstacles to operating a high performance public mental health system. My thanks also go out to Patricia Ferrand and Vicki Whitfield for facilitating and documenting the team's work. Finally, I want to let you know this is just the first step to overall performance improvement projects Department-wide."



Dee Dee is a seven-year old African American female student at a DC Public School. She is in the second grade. She was originally referred to the School Mental Health Program by her teacher due to concerns regarding disruptive behavior and grief and loss. Her father and stepfather were both murdered within a six-month time frame. The family lived in the building where her stepfather was murdered.

Dee Dee is the older of two children. Initially, she lived with her mother and younger brother. Her maternal grandmother is very active in her life and comes to the school regularly to monitor her behavior and progress.

Dee Dee is a friendly and outgoing child. Her teacher describes her as bright academically but very disruptive. She has daily physical and/or verbal altercations with her peers. She often "instigates" confusion in the classroom by talking and playing with her peers during instruction. At times, she will refuse to comply with her teacher's requests. She has glasses that are to be worn during classroom instruction. At times, she will refuse to wear them and deny that she even has them with her.

Dee Dee has received a number of interventions. They include, teacher/school staff consultation, parent consultation, classroom observation, group counseling and conflict resolution. The SMH clinician, her mother and her teacher worked together to develop her daily behavior log. Her teacher sends it home; her mother signs it and returns the form to the school the next day. Interaction with peers, her teacher, wearing her glasses and compliance with school are all areas to be evaluated on the form. Her teacher and mother find this to be a very effective way to monitor her behavior. It is also less "stressful" than the daily phone calls about her behavior.

Dee Dee currently participates in a weekly grief group at the school. The goal of the group is to provide assistance for children who are coping with the death of a loved one. Art, puppets and games are used to provide ways for children to express their feelings. Her mother has been referred to a Homicide Survivors support group in the area.

Her teacher reports that Dee Dee's behavior has improved. She is less disruptive and now asks for help if she is having a problem with a peer. She has not had any physical altercations for several weeks. She wears her glasses without being reminded. Her mother and grandmother reward her for her behavior logs consistently and they find this helpful. Dee Dee and her mother have also moved from the apartment where her stepfather's murder took place. They now live with her grandmother. Her mother has also returned to work full time after years of not working. Dee Dee's younger brother is now in day care and is adjusting well.

The clinician believes that this case is a success story because it demonstrates how students can be successful when home and school work together to support a child. Dee Dee's mother has worked hard to improve herself in an effort to support her children.